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# IMPACTS OF PSYCHOLOGICAL CAPITAL AND SOCIAL SUPPORT ON WORK ENGAGEMENT: THE CASE AT SME IN HO CHI MINH CITY

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*In a globally competitive market after the pandemic Covid-19, human resources are considered as indispensable elements determining the success or failure of the business. Successful employee engagement plays a key role on productivity, profitability, customer satisfaction, and revenue. The heightened sense of employee engagement can be supported by several factors. This study targets to analyze and figure out the effects of psychological capital (PsyCap) and social support on work engagement. The population in this study are employees from different sectors of small and medium businesses in Ho Chi Minh City. The quantitative approach is applied to evaluate the relevance of three crucial variables in the research model. This study uses primary data in the form of participants' responses to variables using an online survey. The results depict that psychological capital has a significant positive effect on work engagement. In addition, it is worth noting that social support has a significantly positive effect on work engagement. It can be concluded from the results of the study that an appropriate level of psychological capital and positive social support results in a strong sense of involvement to work. These effects help us better understand previous findings in the literature in terms of the influence of PysCap and social support on the attachment of work. Furthermore, the findings of this study throw new lights on human resources practices based on different sub-dimensions of PsyCap and social support. Launching a flexible psychological capital training, and strengthening social support are suggested to improve job performance and work engagement in the small and medium businesses.*

**Keywords:** Psychological capital; Social support; Work engagement.

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## 1. Introduction

When entering the twenty-first century, mankind has scored great achievements in science and technology. Thanks to modern communications, the internet, mobile phones, the economy market has hardly had boundary, full of fierce competition and unexpected changes not only in domestic but also international scale. As a result, in order to survive and succeed in a globally competitive market, it is essential for enterprises to create distinctive and innovative products or services to maintain their customer's loyalty. To turn challenges into opportunities, it is human resources that are considered a human factor known as Psychological Capital with four major components: self-efficacy, optimism, resilience and hope (Luthans et al., 2007) to decide the success or failure of the business. Employees' PsyCap can improve themselves in several ways. For example, they may have new point of view, positive thinking, cope with new situation easily, take new opportunities quickly.

It is Psychological Capital that has a considerable effect on work engagement is now featured as "a positive, fulfilling, work-related state of mind" (Schaufeli & Bakker, 2004) that is characterized by vigour, dedication, and absorption". The work engagement of employees is one of important factors which assure the success of organizations. When employees engage in work, they have positive feelings, and they involve in work. Work engagement has three main dimensions: (1) vigour; (2) dedication; (3) absorption.

Along with Psychological Capital, social support known as supervisor support and peer support exerts a significant influence on work engagement. It is clear that social support plays as employees' extrinsic motivational role to support them to learn, to achieve their target effectively and to reduce their pressures in work. (Bakker & Demerouti, 2008).

Previous studies point out the fact that work engagement is related to several positive outcomes, and it include both personal resources and resources in work. Work-related resources include coaching/training, social support, autonomy, and job control (Ling Suan & Mohd Nasurdin, 2016). Meanwhile, personal-related resources comprise self-efficacy, organizational-based self-esteem, self-esteem and optimism. Specifically, the use of supervisor support - one kind of work-related resource - can increase frontline employee's work engagement.

Most of the studies on work engagement were carried out in developed countries, such as the USA, The Netherlands, Germany, Spain, Finland, Norway, Australia, Greece (Xanthopoulou et al., 2009) while few Asian work engagement studies have not been conducted in Asia, especially in Vietnam where little research is conducted to improve our understanding of the antecedents of work engagement.

## 2. Literature review

### 2.1. Concepts of surveyed elements:

#### 2.1.1. Psychological Capital

Psychological capital (PsyCap), one of the popular constructs has drawn much attention from researchers in recent years, many of whom have pursued their studies for a couple of decades. According to psychologists, psychological capital of person means personal strengths and personal resources which support people to succeed in challenged and uncertain environment (Avey et al., 2010). In academic literature, engagement was first described by Kahn (1990; p694) as "the harnessing of organization members selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performance". According to Luthans et al., (2007), PsyCap is an individual's positive state or capacity that is developed during the development and growth in terms of using his/her motivational

and cognitive resources to achieve a high level of performance. PsyCap can be measured, created, and used to boost productivity. The commonly used construct of PsyCap presented by Luthans et al. (2007) includes four main aspects: self-efficacy, hope, resilience, and optimism. Firstly, self-efficacy refers to individuals' confidence in successfully mobilizing their efforts to generate desired outcomes. A person might achieve self-efficacy through his/her experience, personal research, social faith, positive feedback, and psychological enforcement. Secondly, hope refers people's motivation and ways they complete their duties. The hope is increased if people clearly set their goals, have good preparation, have enough flexibility, and adjust reasonably goal. Thirdly, resilience is people's capability to bounce back when they fail and to adapt to different environments. Lastly, optimism regarded as individuals' expectancy and positive attribution towards positive outcome can be sped up by forgiving the past, correctly evaluating the present, looking for opportunities in the future. In this study, four-dimension concept of PsyCap by Luthans et al. (2007) is applied in conducting the study.

#### 2.1.2. Social Support

Social support plays an essential role in the development and prosperity of any businesses. Halbesleben (2006) thinks that social support includes the information, resources, and emotional support from leaders or colleagues. Social support can reduce the negative attitudes and behaviours of staff in enterprises. Carlson and Perrewé (1999) fully appreciate supervisor support recognized as the most critical source of work-based support for reducing stress and increasing positive attitudes and behaviours. In addition, other researchers have reported that supervisor support may increase affective commitment and job satisfaction, and may decrease role conflict, role ambiguity and psychological stress.

Peer support includes the cooperation and interest between employees and their co-workers. It is essential to understand that when people work together and share the same target in work, people might influence their co-workers' behaviours (Voorpostel et al., 2010). Peer support gives co-workers an opportunity to offer support and encouragement to people they work with who are having personal troubles. The basic principle of peer support is that co-workers provide a bridge between an employee with an issue and the people who can help them.

In short, it can be said that social support is essential for any employees to work and develop in the working environment because of its great importance. Therefore, Lee et al. (2020) asserts that a good relationship between staff and managers or colleagues will lead to trust, admiration, and loyalty between all members in organization. Moreover, members will share resources over time to achieve the task.

#### 2.1.3. Work Engagement:

Work engagement is "a positive, fulfilling, work-related state of mind" that is characterized by vigour, dedication, and absorption (Schaufeli et al., 2002). Firstly, vigour means that employees have full energy, high level of resilience, willingness to put effort in work even when they face trouble. Secondly, dedication means employees commit strongly to work. Lastly, absorption means employees focus on work with pleasant mood. When employees are absorbed by their work, it is not easy to detach themselves from the work. According to Csikszentmihalyi and Seligman (2000), when employees engage in work, they have positive behaviour or positive state of mind which lead to positive outcomes for organization. It is clear that engaged employees perform better than their non-engaged counterparts. Engaged employees commit to the organization and work hard. They might not

have complaints. Engaged employees have positive work attitude and therefore, they might create a positive atmosphere at work.

### 2.2. *Related theory*

Social exchange theory is used widely in different disciplines such as social psychology, management, and anthropology (Cropanzano et al., 2017). Social exchange theory tries to explain why people communicate others. According to this theory, people communicate others when this communication bring benefits more than costs. Benefits might be financial or non-financial. The principle of individual behaviour is to maximize benefits and minimize costs (Yan et al., 2016). In an organization, employees contact their managers or their co-workers if these communications bring positive benefits for them. High-quality social exchange reduces workplace conflict and destructive behaviour (Colbert et al., 2004). Moreover, positive social exchange also brings beneficial work behaviours, such as knowledge sharing, job performance, and civic behaviour (Mitchell et al., 2012).

This study used the theory of social exchange as the main framework for analysing the impact of behaviour, as well as the impact of employees, affect the work engagement in small and medium enterprises.

### 2.3. *Research Hypotheses*

Employees' PsyCap is beneficial for organizational development. With four dimensions: (1) self-efficacy; (2) optimism; (3) hope; and (4) resilience, PsyCap help employees to be confident, optimist to complete their event they face challenge, or they work in unfavourable environment. The way people respond to work environment depends on their psychological characteristics (Shalley et al., 2009). Therefore, with high level of PsyCap, employees can use wisely their positive psychological resources or managers' supports to achieve favorable results. Specifically, when employees with high

PsyCap mean that individuals' great efforts to generate desired outcomes; motivations to accomplish their tasks; expectancy and positive attribution towards positive; and ability to bounce back from risks or failures and to adapt to dynamics and success enable individuals to obtain great encouragement, motivation, energy, self-confidence and adaptability; therefore, they become less afraid of failure, be willing to share information, endorse reasonable calculated risk-taking and effective cooperation and to be more open to generating new ideas or even breakthroughs.

Employees' work engagement is essential factor that contributes to the organizational success (Bakker et al., 2008). PsyCap stimulates employees' development and learning. The characteristics of self-efficacy, optimism, resilience, and hope may affect work engagement positively through enhancing the necessary skills, motivation, personal effort, opportunity and proper working condition. As stated by Sweetman and Luthans (2010), psychological capital is positively related to job resources (defined as physical, psychological, social or organizational aspects of the job by Demerouti and Bakker (2011). On the other hand, Xanthopoulou et al. (2007) share their perspectives that employees who have sufficient job resources will feel efficacious, important to organization, optimistic about their future, and consequently stay engaged in their work. Besides, each psychological capital dimensions leads to energetic and dedicated, in other words, engaged employees. As a result, the following hypothesis is proposed:

**H1: PsyCap has a significantly positive effect on Work Engagement.**

Social support includes information, resources and emotional support from managers and colleagues that increase positive attitudes and behaviours of employees in enterprises (Halbesleben, 2006). The more supervisor support and justice employees perceive, the more engaged

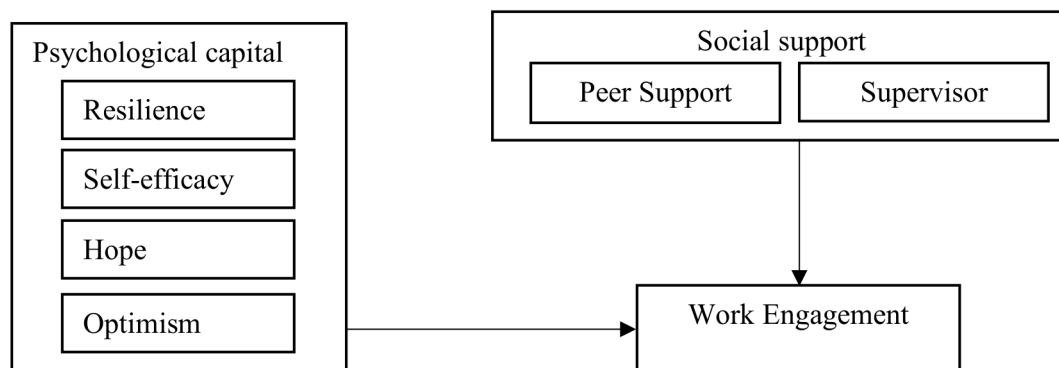
ment employees show in their work (May et al., 2004). With positive supervisor support, employees are willing to use their skills and knowledge and put their efforts to achieve the target in work. According to social exchange theory, in an organization, if authorities apply consistent and fair human resources policies then staff have greater work engagement. On the other hand, inconsistent and unfair human resources policies lead to higher levels of disengagement.

Generally, supervisor support means employees' perception of supervisor help, encouragement and concern in work that support them to complete their tasks (Susskind et al., 2007). In the work context,

motivation and advice to overcome challenges, perform demanding assigned tasks or address work-related issues or personal matters. Once employees are positively supported by peers, they are motivated to get engaged in work with great enthusiasm, devotion and cheerfulness.

Based on this discussion, it is clear that when staff receive more social support from managers and co-workers, they have positive state of mind, display resilience and therefore, they are engaged in their work. Thus, the following hypothesis is proposed:

**H2: Social support has a significantly positive effect on Work engagement.**



Source: Authors' research

**Figure 1:** The proposed research method

leaders' support is very important work-related resource that helps employees to achieve their targets and at the same time, may reduce stress at work, which, in turn, lead to greater work engagement.

Along with supervisory support, peers and positive peer support play a major role in an employees' investment and engagement in an organization. Peer support also results in higher emotional engagement and improved social behaviour. Therefore, peers who celebrate each other's wins, as well as support when things get rough, are key players in building an inclusive work environment. With peer support, employees are open to receive help, encouragement,

### 3. Methodology

The authors utilize the quantitative approach PLS-SEM (partial least square structural equation modeling) to access the relevance of three key variables in the research model thanks to its advantages such as (1) being suitable when the research model has data with a small number of samples; (2) being suitable when the data is non-normally distributed; (3) being suitable when the research model is complex. The valuable items from this research are referenced from previous studies. In terms of "psychological capital", the research of Mónico et al. (2014) provided 22 items, including the



following factors: “self-efficacy”, “hope”, “resilience” and “optimism”. Regarding “social support”, 6 items were adopted from the study of Smith et al. (2013), counting “supervisor support” and “peer support”. Finally, Chaudhary and Akhouri (2018) offered 9 items for “work engagement”.

An online survey created by Google Forms was applied to collect primary data from respondents who have been working in small and medium enterprises in Ho Chi Minh City. The survey has two stages: preliminary research and official research. Initially, the authors pre-tested 50 samples to check the reliability and consistency of the questionnaire when collecting preliminary data, and then revised the questionnaire (where necessary). Consequently, all the items in the questionnaire achieved the reliability and consistency. In the next step, the authors conducted an official survey, and collected 250 responses. A virtual questionnaire was sent to staffs from different small and medium enterprises in Ho Chi Minh City. According to Cohen (1992), it is sufficient to analyze the number of over 250 respondents, along with the use of the software Smart PLS.

## 4. Results

### 4.1. Respondents' profiles

There are 250 participants who are working in various small and medium businesses in Ho Chi Minh City, with the age group ranging from under 25 to over 55. According to the results of the survey, women are more involved at work than males, accounting for 56% and 44% respectively. They work in different business sectors and do different kinds of job, such as: businessmen, manager, office worker, technical worker, civil servant and others. The result reveals that the number of employees who are engaged in work is mainly office workers (36.4%). The majority of the employees earn university degrees, consisting of 76%.

### 4.2. Evaluating the measurement model

The principal goal of evaluating the measurement model is testing the appropriateness of the variables and their indicators. To be specific, the following issues are tested in this stage: the indicator reliability, the internal consistency, the convergent validity, and the discriminant validity. The data are demonstrated in the table 1 as follow.

Outer loading is the value which is used to check the indicator reliability. Bagozzi, Yi and Phillips (1991) indicated that if the indicators with outer loading value were smaller than 0.4, they should be removed from the research model. Meanwhile, the indicators should be kept in the research model if their outer loading value were larger than 0.7. For which ranging from 0.4 to 0.7, they should be discarded in case this removal enlarges the composite reliability or the average variance extracted.

The composite reliability value is also a significant criteria to validate the internal consistency. According to Hair et al. (2017), if the composite reliability rate is higher than 0.7 and lower than 0.95, it is considered as all of the dependent variables gain the internal consistency.

In addition, in order to examine the convergent validity of variables, the AVE value should be exploited. As mentioned in Hair et al. (2017), variables in the research model obtain convergence when the AVE value is bigger than 0.5. It is obvious that the AVE values of self-efficacy, hope, resilience, optimism, supervisor support, peer support, and work engagement are all greater than 0.5, reaching a high level of convergent validity.

Eventually, Fornell - Lacker value is appropriately adopted to assess the discriminant validity of the variables. Provided that the Fornell - Lacker value in diagonal cells are expected to exceed those in horizontal or vertical cells, as stated in Hair et al. (2017).



**Table 1:** Variable's information

| Variables   | Outer loading   | Composite Reliability | Average Variance Extracted (AVE)  | Outer weight |
|---|---|-----------------------|---|--------------|
| <b>1 Psychological Capital</b>  |   |                       |   |              |
| 1A. Self-efficacy   |   | 0.863                 | 0.512   |              |
| 1AEFF01; 1AEFF02;<br>1AEFF03; 1AEFF04;<br>1AEFF05; 1AEFF06                | Outer loading: 0.724;<br>0.729; 0.733; 0.702;<br>0.741; 0.664                         |                       | Outer weight: 0.191; 0.212;<br>0.266; 0.257; 0.248; 0.223                         |              |
| 1B. Hope  |   | 0.848                 | 0.53  |              |
| 1BHOP01; 1BHOP02;<br>1BHOP04; 1BHOP05;<br>1BHOP06                         | Outer loading: 0.660;<br>0.616; 0.736; 0.827;<br>0.780                                |                       | Outer weight: 0.265; 0.223;<br>0.291; 0.324; 0.264                                |              |
| 1C. Resilience  |   | 0.869                 | 0.571   |              |
| 1CRES01; 1CRES02;<br>1CRES03; 1CRES04;<br>1CRES05                         | Outer loading: 0.808;<br>0.718; 0.780; 0.755;<br>0.713                                |                       | Outer weight: 0.265; 0.292;<br>0.270; 0.264; 0.233                                |              |
| 1D. Optimism  |   | 0.841                 | 0.522   |              |
| 1DOPT01; 1DOPT02;<br>1DOPT03; 1DOPT04;<br>1DOPT05                         | Outer loading: 0.638;<br>0.803; 0.828; 0.499;<br>0.788                                |                       | Outer weight: 0.236; 0.311;<br>0.313; 0.170; 0.324                                |              |
| <b>2 Social Support</b>   |   |                       |   |              |
| 2A. Supervisor support  |   | 0.873                 | 0.696   |              |
| 2ASUS01; 2ASUS02;<br>2ASUS03  | Outer loading: 0.841;<br>0.820; 0.842   |                       | Outer weight: 0.370; 0.365;<br>0.462  |              |
| 2B. Peer support  |   | 0.89                  | 0.731   |              |
| 2BPES01; 2BPES02;<br>2BPES03  | Outer loading: 0.885;<br>0.888; 0.788   |                       | Outer weight: 0.468; 0.420;<br>0.270  |              |
| <b>3 Work engagement</b>  |   |                       |   |              |
| 3WE01; 3WE02;<br>3WE03; 3WE04;<br>3WE05; 3WE06;<br>3WE07; 3WE08;<br>3WE09 | Outer loading: 0.805;<br>0.802; 0.728; 0.826;<br>0.831; 0.842; 0.766;<br>0.834; 0.787 |                       | Outer weight: 0.144; 0.153;<br>0.113; 0.133; 0.147; 0.143;<br>0.145; 0.140; 0.126 |              |

\*: Item 1BHOP03 was removed

Source: Authors' analyzed results

#### 4.3. Evaluating the structural model

The structural model should solely be evaluated after the measurement model has been well - validated. Verifying the structural model can help the authors to analyze methodically even if the hypotheses illustrated by the structural model are

supported by the data. A systematic approach to the structural model assessment includes the following stages: (1) examining the structural model for potential collinearity issues, (2) evaluating the significance and relevance of the structural model relationships, (3) estimating the model's predictive

**Table 2:** Fornell - Lacker value

|                        | 1A           | 1B           | 1C           | 1D           | 2A           | 2B           | 3            |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1A. Self-efficacy      | <b>0.716</b> |              |              |              |              |              |              |
| 1B. Hope               | 0.707        | <b>0.728</b> |              |              |              |              |              |
| 1C. Resilience         | 0.605        | 0.657        | <b>0.756</b> |              |              |              |              |
| 1D. Optimism           | 0.554        | 0.661        | 0.618        | <b>0.722</b> |              |              |              |
| 2A. Supervisor support | 0.354        | 0.431        | 0.566        | 0.479        | <b>0.835</b> |              |              |
| 2B. Peer support       | 0.387        | 0.377        | 0.597        | 0.518        | 0.584        | <b>0.855</b> |              |
| 3. Work engagement     | 0.603        | 0.628        | 0.664        | 0.666        | 0.558        | 0.452        | <b>0.803</b> |

Source: Authors' analyzed results

power, (4) assessing the effect size size of independent variables.

from Table 3, "self-efficacy", "resilience", "optimism" and "supervisor support" have a considerable

**Table 3:** VIF, Coefficient, p-value,  $f^2$  value

| Hypothesis                                   | VIF   | Coefficient | p-value | $f^2$ value |
|--|-------|-------------|---------|-------------|
| 1A. Self-efficacy -> 3. Work engagement      | 2.178 | 0.198       | 1%      | 0.046       |
| 1B. Hope -> 3. Work engagement               | 2.799 | 0.070       | 43%     | 0.004       |
| 1C. Resilience -> 3. Work engagement         | 2.622 | 0.230       | 1%      | 0.051       |
| 1D. Optimism -> 3. Work engagement           | 2.172 | 0.298       | 0%      | 0.104       |
| 2A. Supervisor support -> 3. Work engagement | 1.749 | 0.229       | 1%      | 0.076       |
| 2B. Peer support -> 3. Work engagement       | 1.918 | -0.075      | 34%     | 0.008       |

Source: Authors' analyzed results

Hair et al. (2017) indicated that the inner VIF values above 5 are indicative of probable collinearity issues among predictor constructs. It is apparent from the Table 3 that the inner VIF values vary from 1.749 to 2.799, and all the inner VIF are lower than 5. It can be concluded that there is no collinearity issues in this model.

The hypotheses and the structural model and were tested by analyzing the path coefficients' statistical relevance and importance. Grounded in the analysis conducted on the structural model, the authors are supposed to confirm or reject each hypothesis as well as figure out the relationship among the variables. The hypotheses are generally accepted in case the p - values are smaller than 5%. The value of coefficients which are higher than 0 mean that the independent variables have a crucial influence on the dependent variables. As can be seen

effect on "work engagement". In contrast, "hope" and "peer support" do not represent the dominant influence on "work engagement".

The  $R^2$  value is a measure of the model's predictive power. The  $R^2$  value ranges from 0 to 1, with higher values suggesting greater accuracy in prediction. Normally,  $R^2$  values of 0.75, 0.50, and 0.25 can be regarded as substantial, moderate, and weak, respectively, in many social science disciplines, as cited in Hair, Ringle and Sarstedt, (2011). Nevertheless, the level of predictive accuracy seems to depend on many factors to some extent: the number of independent variables in the research model, the model complexity and research approach. With the  $R^2$  value of 0.59, it can be said that the predictive accuracy of the research model is moderate.

The proportion of each independent variable's contribution is also a matter of concern to the sug-

gested research model. The value of  $f^2$  effect size is exploited to analyze this criteria. Cohen (1988) proposed that the value of 0.02, 0.15 and 0.35 respectively illustrate the small, medium and large effect of an independent variable on a dependent variable. Table 3 represents that most of the independent variables have a modest effect on the dependent variables, with the exception of two variables: "hope" and "peer support", which have an  $f^2$  effect size of less than 0.02. In particular, it is apparent that "optimism" has the greatest influence on "work engagement" (0.104, see Table 3).

### 5. Discussion

This study focuses on the impacts of psychological capital and social support on work engagement in small and medium enterprises in Ho Chi Minh City. The relationships between PsyCap (self-efficacy, hope, resilience, and optimism), social support (supervisor support and peer support) and work engagement were examined. The results show that self-efficacy, resilience, optimism positively impacted work engagement. Table 3 represents that the coefficient of "optimism" is the largest (0.298), which means positive thinking has a tremendous impact on successful work engagement.

The results of the first hypothesis prove that PsyCap has a significant effect on work engagement. These results are in accordance with previous studies. He et al. (2019) pointed out that while the self-efficacy and resilience dimension of PsyCap positively affected work engagement (with the coefficient of 0.420 and 0.248 respectively), the hope dimension was not directly related to work engagement.

The results of the second hypothesis confirm that social support has a vital positive influence on work engagement. These results are consistent with prior studies. Didit and Nikmah (2020) represented that social support had a significantly positive effect on work engagement. Leiter and Bakker (2010)

revealed that employees who get a positive impact will become more productive at the workplace. Support received from enterprises and colleagues is regarded as a source for motivation to improve employee's performance as well as foster work engagement.

However, it is interesting to note that hope and peer support had no significant relationship with work engagement. Those results can be understood considering the participants' profiles, which influences the study results. 40% of respondents are under 25 and 76% of them are undergraduates, which means their working experience time is not long enough to establish a strong connection with their organization. In other words, each individual's motivation, goal-setting and pathway to accomplish their tasks are not clearly determined. Additionally, after the world-wide pandemic Covid-19, many people lose their jobs in the great economic depression, which leads to a very high competition in the job market. As a result, peer support among co-workers are tended to be insignificant for a reason that the cooperation, interest, and consideration of peers are not strongly emphasized. The employees are not probably keen on offering support and encouragement to those they work with who suffer from personal and work-related troubles.

### 6. Conclusion

#### 6.1. Theoretical implications

Obviously, the research has a number of vital theoretical contributions for a reason that the influences of independent variables on dependent variables are clarified. The basic contribution is that the results of this research consolidates the social exchange theory and conservation of resources theory. Additionally, study results of other researchers are verified in this research. To be more precise, the results validate the profound impact of psychological capital on work engagement. Furthermore, the enormous influence of social

support on work engagement is also confirmed in this research.

### 6.2. Practical implications

First, the differential impacts of sub-dimensions of PsyCap on work engagement have important practical implications for employees and managers in small and medium businesses. For managers, holding a prevailing perspective of PsyCap and initiating a flexible PsyCap training may help to boost the effectiveness of human resource management in the workplace. It is recommended that closer attention should be paid to maintaining and improving the work engagement of their employees, based on their overall and sub-dimensional PsyCap levels. For employees, adequate levels of self-efficacy, resilience and optimism might be useful, which may enhance their job performance level. Specifically, if self-efficacy level of an employee is high, it is more likely that they can handle various job tasks, satisfy different job expectations, decide and act independently, as well as tackle numerous work-related problems. Similarly, employees with great resilience are those who can quickly adapt to changes and deal effectively with challenges. When they have remarkably resilient level, work engagement will be improved, which in turn impacts the entire workplace. In addition, employees with positive attribution about current and future success are supposed to perform harder and better. In other words, the fact that optimistic people are more involved in their job leads to their better performance.

Second, the results encourage enterprises to concentrate on the factor of social support enhance the work engagement, in particular, the involvement of supervisors. Managing the supervisor support in the workplace may be problematic because it depends on the relationship between the supervisor himself and the employee's values, beliefs, and

attitudes. Furthermore, social support reveals differently depending on the role of the supporter and the organizational policies. However, if businesses are aimed at enhancing the work engagement, they should implement plenty of consistent and fair human resources practices related to skills, motivation, opportunity and proper working conditions.

### 6.3. Limitations and further research

In addition to the strengths as mentioned above, the study has a number of limitations which provide the directions for future research. First, this study may indicate limitations of sampling since the authors merely selected samples from participants in Ho Chi Minh City. It may be meaningful to compare the dissimilarities in participants' perceptions between different regions of the country. Thus, diverse subjects are mandatory so as to increase the probability of generalizing the results from a national perspective. Second, the next research is expected to be able to enlarge the population and sample so that they can illustrate the effect of PsyCap and social support on work engagement. The other limitation is that the research model examines two independent variables related to work engagement. For further research, it is suggested that the influences of other factors on work engagement should be analyzed such as work-related resources and personal-related resources. ♦

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### Summary

Trong thị trường cạnh tranh toàn cầu sau đại dịch Covid-19, nguồn nhân lực được coi là yếu tố không thể thiếu quyết định sự thành bại của doanh nghiệp. Sự gắn kết của nhân viên đóng một vai trò quan trọng đối với năng suất, lợi nhuận, sự hài lòng của khách hàng và doanh thu. Cảm giác gắn kết của nhân viên có thể được hỗ trợ bởi một số yếu tố. Nghiên cứu này nhằm mục đích phân tích và tìm ra tác động của vốn tâm lý (PsyCap) và hỗ trợ xã hội đối với sự gắn kết với công việc. Đối tượng trong nghiên cứu này là nhân viên trong các ngành nghề

khác nhau tại các doanh nghiệp vừa và nhỏ tại Thành phố Hồ Chí Minh. Phương pháp nghiên cứu định lượng được áp dụng để đánh giá mức độ phù hợp của ba nhân tố quan trọng trong mô hình nghiên cứu. Nghiên cứu này sử dụng dữ liệu sơ cấp dưới dạng phản hồi của người tham gia bằng cách sử dụng khảo sát trực tuyến. Kết quả cho thấy vốn tâm lý có ảnh hưởng tích cực đáng kể đến sự gắn kết với công việc. Ngoài ra, cần lưu ý rằng hỗ trợ xã hội có tác động tích cực đáng kể đến sự gắn bó với công việc. Từ kết quả của nghiên cứu có thể kết luận, với vốn tâm lý thích hợp và hỗ trợ xã hội tích cực sẽ tạo ra một ý thức mạnh mẽ để gắn kết với công việc. Kết quả nghiên cứu này giúp củng cố hơn những nghiên cứu trước đây về ảnh hưởng của vốn tâm lý và sự hỗ trợ của xã hội đối với sự gắn bó với công việc. Hơn nữa, những phát hiện của nghiên cứu này đưa ra kiến nghị thực tiễn về nguồn nhân lực dựa trên các khía cạnh phụ khác nhau của vốn tâm lý và hỗ trợ xã hội. Khuyến nghị triển khai một chương trình đào tạo vốn tâm lý linh hoạt và tăng cường hỗ trợ xã hội để cải thiện hiệu suất công việc và gắn kết công việc trong các doanh nghiệp vừa và nhỏ.

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## APPENDIX

| Construct             | Component     | Item code | Item  | Source  |
|-----------------------|---------------|-----------|---|---|
| Psychological capital | Self-efficacy | 1AEFF01   | I feel confident when I'm looking for a solution to a long-term problem   | Mónico, L. M., Pais, L., Dos Santos, N. R., & Santos, D. (2014) |
|                       |               | 1AEFF02   | I feel confident in representing my work area in meetings with the organization management                                      |   |
|                       |               | 1AEFF03   | I feel confident to contribute to discussions about the organization's strategy   |   |
|                       |               | 1AEFF04   | I am able to define set goals for my work area  |   |
|                       |               | 1AEFF05   | I feel confident when I need to make contact with people outside the company (e.g. customers and suppliers) to discuss problems |   |
|                       |               | 1AEFF06   | I feel confident to present information to a group of colleagues  |   |
|                       | Hope          | 1BHOP01   | If I were in a difficult situation at work, I could think of many ways to get out of it   | Mónico, L. M., Pais, L., Dos Santos, N. R., & Santos, D. (2014) |
|                       |               | 1BHOP02   | Nowadays, I try to achieve my goals with great energy   |   |
|                       |               | 1BHOP03   | For any problem, there are many ways to solve it  |   |
|                       |               | 1BHOP04   | Right now, I see myself as a successful person at work  |   |
|                       |               | 1BHOP05   | I can think of many ways to achieve my goals at work  |   |
|                       |               | 1BHOP06   | Right now I am achieving the professional goals that I defined for myself   |   |
|                       | Resilience    | 1CRES01   | In one way or another, in general, I can manage work and its difficulties   | Mónico, L. M., Pais, L., Dos Santos, N. R., & Santos, D. (2014) |
|                       |               | 1CRES02   | At work, if necessary, I am able to stand "at my own risk"  |   |
|                       |               | 1CRES03   | In general, I can easily step over the more stressful things at work  |   |
|                       |               | 1CRES04   | I can overcome the difficult times at work because I already came through difficulties in the past                              |   |
|                       |               | 1CRES05   | I feel that I can handle many things at the same time at work   |   |

| Construct       | Component          | Item code | Item  | Source  |
|-----------------|--------------------|-----------|---|---|
|                 | Optimism           | 1DOPT01   | When things are uncertain for me at work, I usually expect the best           | Mónico, L. M., Pais, L., Dos Santos, N. R., & Santos, D. (2014) |
|                 |                    | 1DOPT02   | In my work, I always look on the positive side of things                      |   |
|                 |                    | 1DOPT03   | At work, I am optimistic about what will happen in the future                 |   |
|                 |                    | 1DOPT04   | At work, things never go as I would like                                      |   |
|                 |                    | 1DOPT05   | I work with the conviction that every setback has a positive side             |   |
| Social support  | Supervisor support | 2ASUS01   | My supervisor is willing to extend himself/herself to help me perform my job. | (S. E.Cohen & Syme, 1985; Smith et al., 2013)                   |
|                 |                    | 2ASUS02   | My supervisor helps me get the job done.                                      |   |
|                 |                    | 2ASUS03   | My supervisor is willing to listen to my personal problems.                   |   |
|                 | Peer Support       | 2BPES01   | My peers listen to me when I need to talk about work-related problems.        | (S. E.Cohen & Syme, 1985; Smith et al., 2013)                   |
|                 |                    | 2BPES02   | My peers provide a lot of help to maximize job performance.                   |   |
|                 |                    | 2BPES03   | My peers help me with difficult tasks.  |   |
| Work engagement |                    | 3WE01     | At my work, I feel bursting with energy.                                      | Chaudhary, R., & Akhouri, A. (2018)                             |
|                 |                    | 3WE02     | At my job, I feel strong and vigorous.  |   |
|                 |                    | 3WE03     | I am enthusiastic about my job.   |   |
|                 |                    | 3WE04     | My job inspires me.   |   |
|                 |                    | 3WE05     | When I get up in the morning, I feel like going to work.                      |   |
|                 |                    | 3WE06     | I feel happy when I am working intensely.                                     |   |
|                 |                    | 3WE07     | I am proud on the work that I do.   |   |
|                 |                    | 3WE08     | I am immersed in my work.   |   |
|                 |                    | 3WE09     | I get carried away when I'm working.  |   |